2 Letters, packets, etc other than N R, regarding which the reply or action is expected within two weeks which may be referred to as *Short Range Correspondence* and will be marked "S R" by the sections concerned. The symbol "S R" will be amplified by the sections concerned by the date before which the reply is due, if the period allowed is less than two weeks ; and

3 Letters, packets, etc other than N R, regarding which the reply or action is expected within three months, which may be referred to as *Long Range Correspondence*, and will be marked "L R" by the sections concerned. The symbol "L R" will be amplified by the sections concerned by the date before which the reply is due, if the period allowed is less than three months.

393184 FAIRCOPYING

From the point of view of the Correspondence Section, the materials for faircopying fall into the following classes :

1 Inward correspondence the purport of which falls within the purview of two or more sections and at the same time does not admit of being dealt with by the overseeing section, which may be referred to as *Composite Letters* ;

2 Draft letters, of which the number of copies to be made is not sufficiently great to justify mechanical duplication, which may be referred to as *Simple Draft Letters* ;

3 Draft letters, of which the number of copies to be made is sufficiently great to justify mechanical duplication, which may be referred to as *Circular Draft Letters* ;

4 Forms which are to be mechanically duplicated and not printed, which may be referred to as *Unprinted Forms* ; and

5 Long lists of books, periodicals, etc. which may have to be enclosures to letters or which may be required for office reference, which may be referred to as *Lists*.

3932 Job Analysis

39321 INWARD CORRESPONDENCE

The work of the Correspondence Section relating to inward

correspondence is to consist of the following jobs :

1 Sorting the inward correspondence into the classes enumerated in rule 393181, which may be referred to as *Inward Correspondence Sorting* ;
2 Further classification of the materials in each class, except class 8, which may be referred to as *Inward Correspondence Classifying* ;
3 Registering each correspondence in the appropriate inward correspondence register, which may be referred to as *Registering* ;
51 Entering the date of receipt of reply against the corresponding item in the appropriate outward correspondence register, which may be referred to as *Inward Correspondence Cross Referring* ;
52 Forwarding the inward correspondence to the sections concerned, which may be referred to as *Inward Correspondence Forwarding* ;
521 Verifying if the register concerned has been properly initialled by the person concerned, which may be referred to as *Inward Correspondence Acknowledgment Verifying* ;
6 Preparing the arrear list of inward correspondence, which may be referred to as *Arrear Listing* ; and
8 Taking the appropriate action about the misdelivered correspondence, which may be referred to as *Misdelivered Correspondence Disposing*.

39322 OUTWARD CORRESPONDENCE

The work of the Correspondence Section relating to outward correspondence is to consist of the following jobs :

1 Sorting the outward correspondence into the classes enumerated in rule 393182, which may be referred to as *Outward Correspondence Sorting* ;
2 Arranging the materials in each class in the sequence of the file number, which may be referred to as *Outward Correspondence Arranging* ;
31 Entering each correspondence in the appropriate despatch register, which may be referred to as *Despatching* ;

32 Addressing the envelope for each and inserting it therein, which may be referred to as *Addressing* ;
41 Affixing the stamp to the letters and the articles, which may be referred to as *Postage Stamp Affixing* ;
411 Posting the postage amount in the despatch registers, which may be referred to as *Stamp Noting* ;
42 Forwarding the stamped letters and articles to the post office, which may be referred to as *Forwarding to Post Office* ;
421 Verifying if the postal receipt has been duly received in the case of registered letters and articles, which may be referred to as *Postal Forwarding Verifying* ;
43 Entering in the delivery book and forwarding the letters and articles by messenger, which may be referred to as *Forwarding by Messenger* ;
431 Verifying if the letters and articles forwarded by the messenger have been duly acknowledged in the delivery book, which may be referred to as *Delivery Book Verifying* ;
51 Entering the date of despatch of reply against the corresponding item in the inward correspondence register, which may be referred to as *Outward Correspondence Cross Referring* ;
52 Forwarding the despatched files to the sections concerned, which may be referred to as *Despatched Files Forwarding* ;
521 Verifying if the despatched files concerned have been duly acknowledged by the sections concerned, which may be referred to as *Despatched Files Acknowledgment Verifying* ;
7 Totalling up the stamp account and posting the daily cumulative total, which may be referred to as *Stamp Totalling* ;
71 Bringing the stamp account book up-to-date, which may be referred to as *Stamp Accounting* ;
75 Preparing the order for stamps, which may be referred to as *Stamp Ordering* ; and
76 Receiving the stamps and storing them, which may be referred to as *Stamp Receiving.*

39324 FAIRCOPYING

The work of the Correspondence Section relating to faircopying is to consist of the following weekly jobs :

2 *Machine Trimming* ; and
3 *Duplicator Trimming.*

393241 COMPOSITE LETTERS

The work of the Correspondence Section relating to composite letters is to consist of the following jobs :

1 Extracting the marked portions, which may be referred to as *Extracting* ;
2 Comparing the extract with the original, which may be referred to as *Extract Comparing* ; and
3 Forwarding it to the librarian for signature, which may be referred to as *Extract Forwarding.*

393242 SIMPLE DRAFT LETTERS

The work of the Correspondence Section relating to simple draft letters is to consist of the following jobs :

1 *Fair Copying* ;
2 Comparing the faircopy with the original, which may be referred to as *Faircopy Comparing* ; and
3 Forwarding to the librarian for signature, which may be referred to as *Faircopy Forwarding.*

393243 CIRCULAR DRAFT LETTERS

The work of the Correspondence Section relating to circular draft letters is to consist of the following jobs :

1 *Stencil Cutting* ;
2 Comparing the cut stencil with the original, which may be referred to as *Stencil Comparing* ;
3 Forwarding the cut stencil to the librarian for signature, which may be referred to as *Stencil Forwarding* ;
4 Taking copies from the cut stencil, which may be referred to as *Duplicating* ;
5 Forwarding the copies to the despatcher, which may be referred to as *Circular Letter Copies Forwarding* ;
6 Filing the used stencil, which may be referred to as *Cut Stencil Filing* ; and

7 Cleaning the duplicator, which may be referred to as *Duplicator Cleaning*.

393244 UNPRINTED FORMS

The work of the Correspondence Section relating to unprinted forms is to consist of the following jobs :

Similar to the analysis of 393243 with the following exceptions:

3 Stencil forwarding may not be necessary in all cases.

5 The forms are to be forwarded to the storekeeper or to the sections concerned, instead of to the despatcher.

393245 LISTS

The work of the Correspondence Section relating to lists is to consist of the following jobs :

If the lists are to be typed, the analysis is similar to the analysis of 393242. If the lists are to be mechanically duplicated, the analysis is similar to the analysis of 393243 with the following exception :

5 The copies of the lists are not to be sent to the despatcher in all cases ; they may have to be sent to the sections concerned.

3933 Routine

39331 INWARD CORRESPONDENCE

39331:1 INWARD CORRESPONDENCE SORTING

As soon as the mail is received from the librarian, pick out each letter and examine if it has received the signature of the sender and the stamp of the librarian. If it has not, put it aside in the Group of Unstamped Letters.

The Stamped Letters are to be sorted into the various groups mentioned in rule 39311, namely, general correspondence, indents, press materials, counter letters, bills and receipts, and misdelivered materials ; and further, all items marked urgent are to be formed into a separate group.

Send the Group of Unstamped Letters to the librarian. As soon as they are received, distribute them to the appropriate groups. Send the Unsigned Letters to the Senders in the usual way.

Note: *The next four routines are to be first finished for the readers' letters and other correspondence marked urgent, before they are done for the other groups.*

39331:2 Inward Correspondence Classifying

This routine is to be done group by group

As soon as the sorting is over, pick out each letter and peruse it rapidly, underlining in pencil any reference that may exist either to enclosed papers or to accompanying articles. Examine if the enclosure or the accompanying material, as the case may be, has been duly received and note the result in the margin and put your initials against it. If there is any discrepancy, investigate the matter and, if unsolved, report the matter to the librarian. In case the Filing Characteristic of the letter is different from the name of the correspondent, underline also the word or words representing the Filing Characteristic.

Again, if the correspondent has not given the Class Number of the File as a reference, with the aid of the purport of the letter and the classified schedule of files, fix the Class Number of the letter as fully as possible and write it in red ink, just above the salutation " Sir " or " Dear Sir", etc as the case may be.

If any letter consists of loose sheets, fasten them together by a pin, or a tape-tag if the number of sheets is greater than three.

As soon as these processes are over, arrange the letters in each group in a classified sequence i e in accordance with the File Numbers.

39331:3 Registering

It is convenient to have different registers for registering the general correspondence, indents, press materials, counter letters *and* bills and receipts. *The symbols for these registers may be taken as* I C G, I C I, I C P, I C C, *and* I C B, *respectively.*

Before commencing the Registering Work for the day with any Register, put the stamp of the current date at the end of the first vacant line in it.

Pick out each letter in sequence and make the necessary entries in the appropriate Inward Correspondence Register. Whenever

a date is to be entered by hand, it is enough if the number of the date and month are entered in sequence, separated by a dot. Further, if a letter is marked urgent, its entry is to be made in red ink.

As soon as a letter is registered, put your initials in some vacant place as close to the librarian's stamp as possible.

Subsidiary Rule of the Madras University Library

The press materials and the bills and receipts are to be handed over to the Sections concerned, who will register them and deal with the other routines relating to them.

39331:51 Inward Correspondence Cross Referring

As soon as the Inward Correspondence Registering is over, for each item in the register that is in response to a communication from the library, pick out the appropriate Despatch Register and against the entry of that communication, put, in the column "Reply received date", the stamp of the current date.

39331:52 Inward Correspondence Forwarding

As soon as the Cross Referring is over with an Inward Correspondence Register, send it along with the letters and their respective enclosures and accompanying materials to the Sections concerned.

39331:521 Inward Correspondence Acknowledgment Verifying

As soon as the Inward Correspondence Register comes back from the Sections, verify if each item has received the initial of the concerned clerk as a token of his having received the materials transmitted to him. If any item has not received it, investigate the matter and get it initialled. If unsolved, report to the librarian.

39331:6 Inward Correspondence Arrear Listing

On the first Saturday of each month, as soon as the Inward Correspondence Cross Referring is over, examine each register and prepare a list of papers lying unattended to by the different Sections for more than one month.

A paper is deemed to be lying unattended to in a Section, if the column "Disposal date" is left unfilled.

Send the list to the Sections concerned and get their explanations.

The list is then to be sent with the explanations to the librarian, through the assistant librarian.

Further, in the case of entries made in red ink, i e urgent items, the arrear listing is to be done every Saturday for all items that have been lying unattended to for more than one week.

Pin together all the pages in which the " Disposal date " column has been filled up in all the lines.

39332 OUTWARD CORRESPONDENCE

39332:1 OUTWARD CORRESPONDENCE SORTING

As soon as the letters to be despatched are received from the librarian along with their respective files, pick out each letter and its related file and examine if it has received the signature of the librarian and in case it has enclosures, if they have received his signature. If not, put it aside into the Group of Unsigned Letters.

The signed letters along with their files are to be sorted into the various groups mentioned in rule 39312, namely, No Reply Correspondence or N R, Short Range Correspondence or S R, and Long Range Correspondence or L R Send the group of unsigned letters to the librarian. As soon as they are received from him duly signed, distribute them to the appropriate groups.

39332:2 OUTWARD CORRESPONDENCE ARRANGING

Note: *This routine is to be done group by group.*

As soon as the sorting is over, pick out each letter and its associated file and peruse it rapidly. If there is any reference to enclosures, pick out the enclosure and pin it with the letter or fasten it with a tag if the total number of sheets exceeds three. Also examine if the File Number, the Outside Reference Number and the Subject are properly mentioned in appropriate places. If there is any defect, get it rectified with the aid of the Head of the Section concerned. As soon as these processes are over, arrange the letters together with their related files in each group in a classified sequence, i e in the sequence of the file numbers.

39332:31 DESPATCHING

Note: *It is convenient to have different registers for despatching the* N R *correspondence, the* S R *correspondence, and the* L R

correspondence. *The symbols for these registers may be taken as* N R D, S R D, *and* L R D, *respectively.*

Before commencing the despatching work of the day with a Despatch Register, put the stamp of the current date at the end of the first vacant line in it. Pick out each letter in sequence and make the necessary entries in the appropriate Despatch Register. If what is despatched is a packet, enter the word "Packet" in the "remarks column". Whenever a date is to be entered by hand, it is enough if the numbers of the date and the month are entered in sequence and separated by a dot.

As soon as the letter is despatched, put the stamp of the current date in the appropriate place in the faircopy as well as in the office copy, which should be pinned to the related file.

As soon as the stamping is over, put the faircopy in the proper order in the *Despatched Faircopy Tray* and the related file in the *Despatched File Tray.*

39332:32 ADDRESSING

As soon as the Despatching Work is over, pick out each letter and pick out a cover of suitable size to hold the correspondence and write the correct address on the cover. The address may be found in the faircopy. If, however, it is not fully given there, it may have to be taken from the Inward Correspondence from the Party, which will be found in the related file, or from the " Address book " in the case of parties to whom letters emanate from the library frequently, or by getting the information from the Head of the Section concerned. If the letter is to go by Registered Post, write "Registered" at the top of the cover; if it is to be Insured, write at the top " Insured for Rs . . . " (Put in the correct figure after the word " Rs "), and prepare the Acknowledgment Slip. Put your initials at the left hand bottom corner of the cover. Write the class numbers of the files of the letters to be put into a cover, at the left hand top corner of the cover. Then, insert the correspondence in the cover, and put it in the *Addressed Tray.*

If two or more letters are to be sent to the same addressee, put all of them in one cover.

If any material is to accompany the letter, get the material properly packed and addressed. At the top of the address slip of the accompanying material, put the appropriate phrase, such as, "Book post",

"Packet post", "Registered post", or "Registered packet post Insured for Rs...", etc as the case may be. Place all such accompanying articles in proper sequence by the side of the addressed tray.

39332:41 STAMP AFFIXING

As soon as the addressing is over, in the case of all the correspondence of the day, pick out each letter and packet one by one and deal with it as follows :

If it is to be sent by Post, affix the necessary and sufficient postage stamp, weighing the letter or article, as the case may be, whenever necessary and put it in the *Stamped Tray.*

39332:411 STAMP NOTING

As soon as the stamp is affixed on letters and packets, enter the stamp amount in the "Stamp" column of the Despatch Register in the case of each letter or article, as the case may be, lying in the Stamped Tray. If a letter or packet is to be sent by Registered Post, enter its weight in its "remarks" column. If a Postal Acknowledgment is due, add in the "remarks" column the word "A D".

Subsidiary Rule of the Madras University Library

For all places within our commonwealth, use service stamps and for all places outside our commonwealth, use ordinary stamps. Care must be taken to enter the stamp amount in the appropriate column—private stamp column or service stamp column, as the case may be.

39332:42 FORWARDING TO POST OFFICE

As soon as the Postage Stamp Noting Process is over, sort the letters and packets into two groups as Ordinary Post and Registered Post and put them into appropriate bags.

Send them to the Post Office through the peon, giving him the necessary instructions. Note down in the *Transmission Register* the time at which he is started and take his initials.

Subsidiary rule of the Madras University Library

All registered letters and articles are to reach the Post Office before 4 P M Hence, they should be dealt with first.

39332:421 POSTAL FORWARDING VERIFYING

As soon as the peon returns from the Post Office, note down his time of return in the Transmission Register, collect from him the Postal Receipts for all registered letters and articles and attach them to the appropriate files or, if there is no file, forward them to the Sections concerned. If the Postal Receipt is not received, get it properly settled.

If his return is unduly late, inform the Head of the Section in charge of the peons.

39332:43 FORWARDING BY MESSENGER

If a letter or packet is not to be posted, but is to be sent through a messenger, make the necessary entries in the Delivery Book. If necessary and called for, write on the cover the words "The bearer waits for reply". If the cover contains any money or any other valuable, note that also at the top of the cover. Put all such letters and articles in the Messenger Forwarding Bag. As soon as a sufficient number of letters have accumulated in the Messenger Forwarding Bag, start the messenger, handing over to him the Bag containing the letters and articles and the Delivery Book and giving him the necessary instructions.

If any valuable is to be sent by a messenger, note it in the Transmission Register and take his initials. Note down also the time at which the messenger is started.

39332:431 DELIVERY BOOK VERIFYING

As soon as the messenger returns, note down the time of his return in the Transmission Register. Examine the Delivery Book and verify if it has received the initials or signature of the respective addresses or their agents. If there is any discrepancy, bring it to the notice of the librarian. If his return is unreasonably late, report to the Head of the Section in charge of the peons.

39332:51 OUTWARD CORRESPONDENCE CROSS REFERRING

At the end of the day or earlier if an opportunity presents itself, for each item, entered in the Despatch Register, which is in response to an inward correspondence, and for each File which has come from the librarian with the remark "file", take out the appropriate Inward Correspondence Register and put the stamp of the current

date in the appropriate column against the entry of the corresponding inward correspondence.

If the outward correspondence is a reminder, trace out in the Despatch Register the entry of the item for which it is a reminder and put the stamp of the current date in the "Reply received date" column. All the files, whose work has been properly rounded off, are to be placed in the *Distribution Tray*.

Pin together all the pages in which the "Reply received date" column has been filled up in all the lines.

39332:52 Despatched Files Forwarding

As one of the first items each day, pick out all the files lying in the Distribution Tray and send them to the respective Sections along with the Despatch Register.

39332:521 Despatched File Acknowledgment Verifying

As soon as the Despatch Register comes back, verify if the Head of the concerned Section has put his initials against the appropriate entries in token of his having received the Despatched Files. If not, get the matter set right by speaking to the Head of the Section.

39332:7 Stamp Totalling

As one of the first items each day, total up the figures in the Postage Stamp Columns of the Despatch Registers for the preceding day and enter also the cumulative total for the week. The day's total is to be entered at the last line of the "cumulative total" column and the cumulative total for the week, in the line below it, the two figures being separated by a single horizontal red line.

39332:71 Stamp Accounting

As one of the first items of work on the first day of the week, close the weekly total columns for the Stamp Amount in the Despatch Registers. Put two horizontal red lines below the cumulative total of the week. Then, fill up the Stamp Account Register and see if the total value of the Stamps on Hand agrees with the balance that should be on hand. If there is any discrepancy, investigate the matter and report to the librarian and take such other action as may be necessary to get it set right.

39332:75 Stamp Ordering

On the appointed day of the week, in which the Stamp on Hand goes below the minimum prescribed, find out from the different Sections if any Section anticipates any abnormal consumption of Postage Stamps in the week. In the light of the information received, prepare the indent for Postage Stamps. After getting the sanction of the librarian, prepare an Order for the Stamp and send it to the Treasury with the necessary cash obtained from the cashier. The amount and the time are to be written in the Transmission Register and the initials of the peon going to the Treasury to purchase the stamps are to be got in it.

39332:76 Stamp Receiving

As soon as the Stamps are received from the Treasury, enter the time of return of the peon in the Transmission Register and check the Stamps with the bill and the order. If there is any discrepancy, investigate the matter and have it set right. Write the necessary certificate on the bill and send it to the Accounts Section. Distribute the stamps into the receptacles in the Stamp Box. It will facilitate the daily and weekly Stamp Verification Work and otherwise make the work systematic and tidy, if the stamp sheets are cut into pieces, each having a definite number of stamps to the value of, say, 25, 50 naye paise, etc according to convenience, before they are deposited in the Stamp Box. The Stamp Box is to be so designed as to have exactly fitting compartments for each denomination of stamp. If the peon does not return within a reasonable time, inform the Head of the Section in charge of the peons.

39334 Faircopying

39334:2 Machine Trimming

On the appointed day each week, examine the typewriting machine. Clean it rapidly. If the ribbon requires changing, change it. If any part requires oiling, have it oiled. Do every other thing necessary to get the machine in an efficient working condition.

39334:3 Duplicator Trimming

On the appointed day each week, examine the duplicator machine. Clean it rapidly. If any part requires oiling, have it oiled. Do

every other thing necessary to get the machine in an efficient working condition.

393341 Composite Letters

393341:1 Extracting

As early as possible in the day, type out the portion marked out to be extracted from the composite letters by the different Sections. The style of typing the extract should be as follows:

Outside reference N ... dated ...
Library reference N ... dated ...
Extracted from letter N ... dated ... from ...
filed in file N ... on (date).

[*Extract*]

(True extract)

Librarian

393341:2 Extract Comparing

Compare the Extract Copy with the Original and put your initial and date near the word " Librarian ".

393341:3 Extract Forwarding

As soon as the comparing is over, send the Extract Copy with the Original to the librarian for signature.

Note: When it comes back from the librarian with his signature, deal with it as if it were an Inward Correspondence.

393342 Simple Draft Letters

393342:1 Faircopying

Before commencing the faircopying, examine each draft letter carefully. Satisfy yourself in particular if it has received the initials of the librarian, and if the File Number, the Outside Reference Number and the Subject are properly mentioned in appropriate places. Examine also if the Despatch Instruction regarding the class of the correspondence as N R, S R and L R has been furnished by the Section concerned. If any of these things is not in order, get it set right by the Section concerned.

As soon as a draft letter is found to be in order, take the specified number of copies in letter head of suitable size. If a draft letter exceeds the largest size letter head, use blank sheets of paper as continuation sheets. If there is any enclosure to be faircopied, have it done. At the bottom of the letter, type your initials and the date as well as the symbol N R, S R or L R as the case may be, indicating the Despatch Register to which the letter relates.

393342:2 FAIRCOPY COMPARING

Similar to 393341:2.

393342:3 FAIRCOPY FORWARDING

Similar to 393341:3.

393343 CIRCULAR DRAFT LETTERS

393343:1 STENCIL CUTTING

Similar to 393342:1 except that at the bottom line, the number of copies to be taken should be indicated before the initials of the typist.

393343:2 CUT STENCIL COMPARING

Similar to 393341:2.

393343:3 CUT STENCIL FORWARDING

Similar to 393341:3.

393343:4 DUPLICATING

As soon as the Cut Stencil comes back from the librarian with his signature, take out the specified number of copies, as shown in the bottom most line before the initials of the typist.

393343:5 CIRCULAR LETTER COPIES FORWARDING

As soon as the specified number of copies are taken, send them to the despatcher along with the original files.

393343:6 CUT STENCIL FILING

As soon as the copies and the related files are forwarded to the despatcher, take out the Cut Stencil from the duplicator machine

and file it in the appropriate classified sequence according to the File Number along with the earlier cut stencils for future use, if necessary.

393343:7 DUPLICATOR CLEANING

As soon as the cut stencil is filed away, clean the duplicator so that it may be fit for use on the next occasion.

3934 Elimination of Waste

39341 ORGANISATION

If the turnover in the section demands the assignment of several members to it, the first division of functions among the staff may be into 1 Faircopying ; and 2 Registering and despatching.

When the work grows still more, further specialisation may have to be by the correspondence of groups of sections of the library, the sections of the library being divided into convenient groups for this purpose.

39347 HEAD OF THE SECTION

The Head of the Section should do the preliminary sorting of the inward and outward correspondence. He should see that the greatest economy possible is effected in despatch work. That is to say, he should see that all the correspondence to one particular individual or party are despatched in one cover. He should personally see to the handing over of the correspondence to the peon who goes to the post office. He should also verify the total of the stamp account. Wherever private stamps, and not service stamps, are used, he should personally verify the correctness of the stamps affixed.

He should see that the time scheme is rigorously maintained. In particular, he should see that the inward correspondence reaches the Heads of the Sections concerned at the scheduled time and that all letters received for despatch in the day are finished before the close of the day. He should also see that all the despatched files are maintained in their proper sequence and handed over to the Heads of the Sections concerned early on the next day. He should see that the cross reference work is done without any omission.

39348 Diary

The section may have to maintain one diary on a daily basis. Its headings are to be as follows :

11 Numb of letters received.
12 Numb of materials accompanying letters received.
13 Numb of extracts prepared from letters.
14 Numb of cases in which materials, that should have accompanied, did not accompany.
15 Numb of wrongly delivered letters or materials disposed of.
21 Numb of letters and articles despatched by ordinary post.
22 Numb of letters and articles despatched by messenger.
23 Numb of letters and articles despatched by registered post.
24 Total number of letters and articles despatched.
25 Numb of entries made in all the despatch registers taken together.
251 Numb of entries made in the No Reply Despatch register.
252 Numb of entries made in the Short Range Despatch register.
253 Numb of entries made in the Long Range Despatch register.
32 Numb of ordinary letters faircopied.
33 Numb of circular letters stencilled.
34 Numb of forms stencilled.
35 Numb of lists faircopied.
6 Total amount of stamps spent.
61 Amount of service stamps spent.
62 Amount of private stamps spent.

3935 Correlation Table

From its very nature, the work of this section is related to those of all the other sections. In fact, this section has hardly any independent work, i e except in relation to other sections. Hence, no Correlation Table is necessary.

3936 Illustrative Time Scheme

Daily Jobs

3931 The routines relating to inward correspondence, in the order in which they are mentioned in the jobs analysis part and the routine part.

3932:52 Despatched files forwarding ;

3932:521 (11 30 A M) Circulation Section and (12 noon) other sections ; Despatched files acknowledgments verifying (1 P M) ;

39334 All the daily routines relating to outward correspondence, except the two already listed, in the order in which they are mentioned in the job analysis part and the routine part (4 30 P M).

WEEKLY JOBS

Saturday

39332:71 Stamp accounting ;

39334:2 Machine trimming ;

39334:3 Duplicator trimming ;

39331:6 Urgent inward correspondence arrear listing.

It may be added that :

Heavy inward mail will have to be registered on Saturdays ;

Book indent copies will have to be typed on Mondays and routine letters of the Accounts Section will also have to be despatched on Mondays ;

Many letters of several sections will have to be typed on Tuesdays ;

Order copies, and library committee papers will have to be typed on Wednesdays ;

Heavy foreign mail will have to be despatched on Thursdays.

MONTHLY JOBS

First Saturdays. 99331:6 Inward correspondence arrear listing.

It may be added that the binding list will have to be faircopied on the Saturday and Sunday preceding the last Tuesday.

3937 Forms and Registers

It may be stated at the outset that the following style of printing the letter heads is economical:

Coat of Arms	To	From The Librarian, . . . Library. (*Station*)

In reply please quote N .. dated ..
This refers to your N .. dated ..

Sir,

Subject :

The same style is to be adopted also to routine letter forms, whose text is printed or stencilled.

The matter is to be parallel to the longer edge in the case of cards and quarto sizes and parallel to the shorter edge in the case of folio size.

C993 *Card letter head.*
C9938 *Small envelope.*
Q993 *Quarto letter head.*
Q9937 *Endorsement form.*
Q9938 *Medium envelope.*
S993 *Folio letter head.*

The following are to be the inward correspondence registers :

S99311 *ICG* or *Inward correspondence* (*General*).
S99312 *ICI* or *Indents register.*
S99316 *ICC* or *Inward correspondence* (*Counter*).

and any other further modifications of these as may be warranted by the turnover in the library.

The specification for the registers ICG and ICC is as follows :

Printed. 10 point type. 21 lb printing paper. White. Bound. 30 lines. Folio pagination.

The column headings are to be as follows :

Left side.

Line N (1.5 cm) ; Outside N (2.5 cm) ; Outside date (2.5 cm) ; Filing characteristic or purport (7.5 cm) ; Correspondent (7.5 cm).

Right side.

Line N (1.5 cm) ; Class N (2.5 cm) ; Date reference to despatch register (1.5 cm) ; Initials (1.5 cm) ; Final disposal (6.5 cm) to be sub-divided as Date (2.5 cm) ; Nature (4 cm) ; If deferred, disposal due date (1.5 cm) ; Interim disposal (1.5 cm) to be sub-divided as Nature (2.5 cm), Date (1.5 cm) ; Remarks.

The specification for S99312 Indents Register is to be as follows :

Printed. 10 point type. 21 lb printing paper. White. Bound.

05 Scope of the Book

051 Not a Book on Theory

It may also be stated that this manual does not attempt either to discuss or even to state what the outlook of libraries should be, although the details of the day-to-day work depend largely upon the outlook. On the other hand, it assumes the outlook set forth in the *Five laws of library science*.

052 Not a Book on Technique

Nor does this manual attempt to expound the theory or give practical directions regarding the different facets of library work such as book-selection, or classification or cataloguing or reference service. A separate book has been published by me dealing in each one of these techniques.

06 Conspectus

A few words may be devoted to describe the plan of the manual.

061 Theory of Administration

Part 1, dealing with the groundwork is somewhat biased towards the theory of administration. However, this theory is expounded with library administration steadily in view.

062 Facets of Library Administration

Part 2 forms the bulk of this manual. It is devoted to the distinctive facets of library administration.

063 Facets of General Administration

Part 3 deals with those routines which are common to all administrations. Properly speaking, those later chapters would not occupy as much space as they do here; if there were a general book on office administration in our country. In such a case, these later chapters could have been shortened considerably by merely giving references to such a general manual of office administration and by noting down only those variations that are necessary in library administration.

064 Plan of Each Chapter

One chapter is devoted to each *Function*, i e to each of the Sec-

terms developed in the *Colon classification*, the trains of characteristics of analysis to be used in a manual of administration are usually more than two. That is why the decimal notation is not sufficient either to string together or to disclose automatically the points to be covered by this manual. On the other hand, the faceted notation, brought into vogue by the *Colon Classification*, admits of any number of trains of characteristics, and is hence much more powerful. It is found to be both necessary and sufficient.

071 Hospitable and Creative Notation

The function of the notation is not mere enumeration. It will amount to missing one of the most powerful aids to systematic thinking, if the use of notation is restricted to this trivial function. On the other hand, a well-devised notation can whip up thought, secure thoroughness, provide for endless interpolation and extrapolation of paragraphs without altering the number of any of the existing ones and render reference easy. In a word, the notation must be not only hospitable but also creative and expressive.

072 Mnemonic Faceted Notation

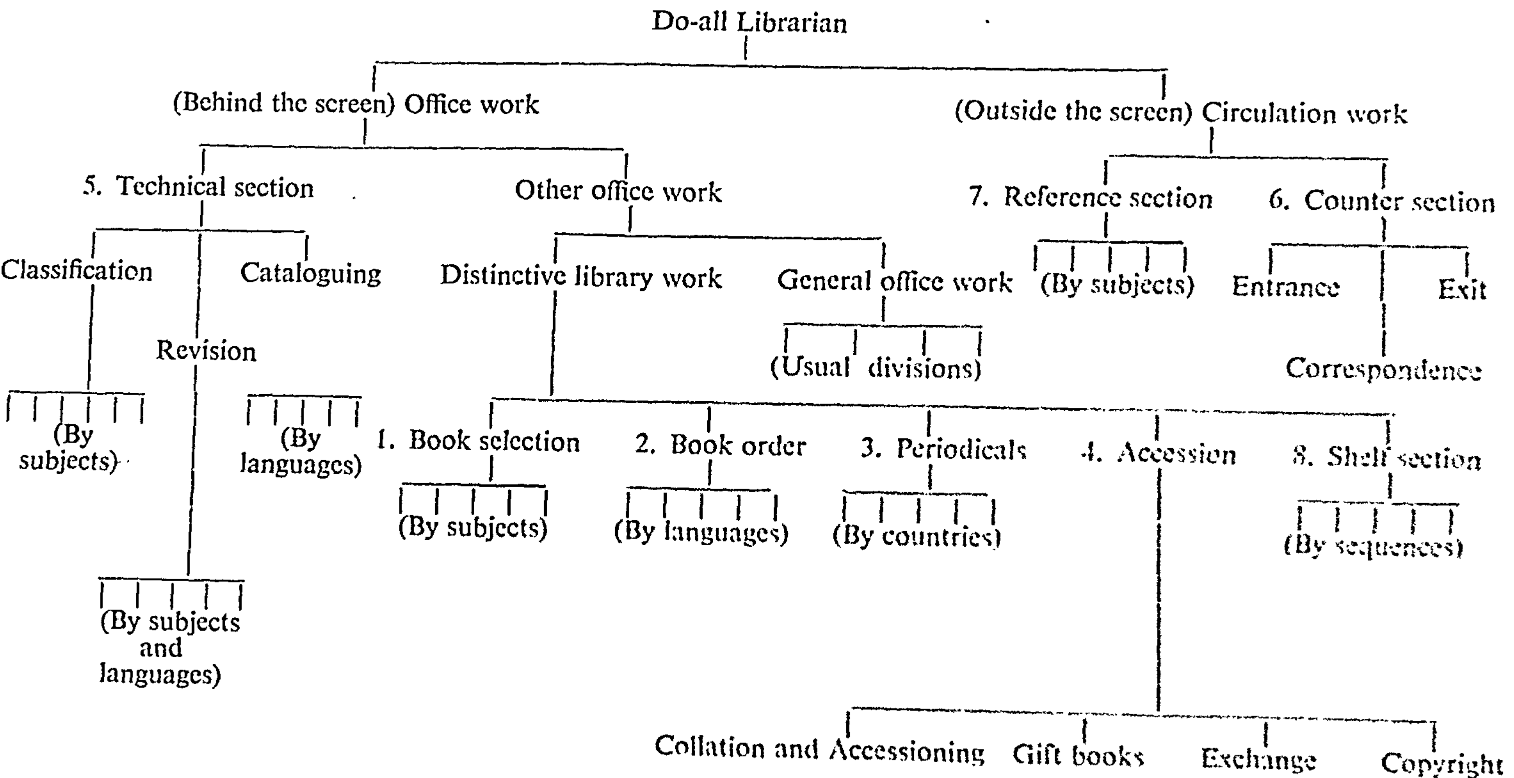
The Colon Notation is capable of rendering all this service. Further, on account of its great mnemonic quality, it has led to a considerable economy of thought and secured thoroughness of details in an automatic and effortless way. This is my excuse for having fitted the chapters and the sections of this manual with the faceted mnemonic notation. Those who are familiar with the *Colon classification* will find it to be meaningful. To the others, I would recommend a preliminary study of chapters 01, 02 and the first section of chapter 06 of that book—making altogether not more than seven pages—for understanding the numbering of the chapters and the sections of this manual. It may be stated that a result of the mnemonic numbering is that the numbers used to enumerate the divisions of a topic are not always consecutive.

08 **Inspiration from Sri Aurobindo**

As the routine parts of the several chapters were getting filled up and faircopied, I had frequent doubts whether a book with such details was worth printing. Once when I was most despondent,

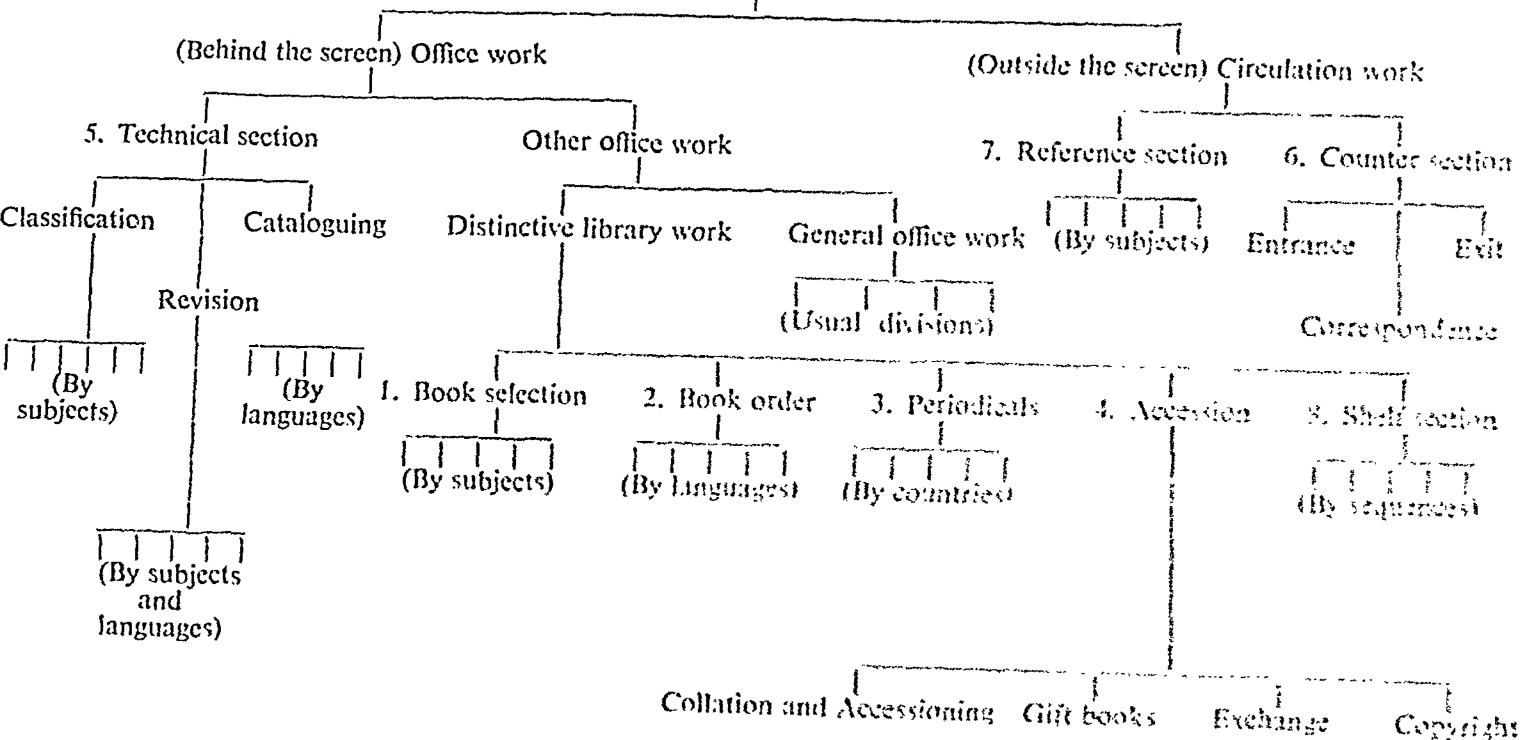
As the Library Grows

How Functions Divide and Subdivide



As the Library Grows

How Functions Divide and Subdivide



CHAPTER 11

PLANNING

111 Basis of Planning

The first step in organising any administrative force is to organise it into convenient sections according to a carefully thought-out plan. To get a suitable plan is equivalent to finding out an appropriate characteristic as the basis for classifying the entire work cast upon the administrative force. The characteristic chosen will vary with the nature of the business entrusted to the administration. It may be regional or functional or personal or of any other nature — pure or mixed. The science of administration—yes, administration is fast becoming a science in our lifetime—has already developed a special jargon to label the plans, based on different characteristics. Here are some terms, which are current : series plan, parallel plan, functional plan, divisional plan, line and staff plan, and so on.

The Canons of Classification[6] must be borne in mind in the choice of the characteristic which is to be made the basis of the planning of an administration.

112 Functional Planning

Functional planning is found almost universally in nature. All except the very simplest forms of cell life, viz the protista, seem to have learned the advantage of a division of labour. And in the more complex cell colonies, such as animals, we find the degree of specialisation carried so far that the individual cell is fitted only to perform one function, and would quickly perish without the complementary activities of its fellow cells.

Many animals have also learned the advantage of division of labour. From the insect societies to the complex civilisations of the human race we find the principle extensively applied.

1121 MECHANICS OF PLANNING

In most types of administration—and especially in library administration—the basis of planning likely to yield the best results is a functional basis, adapted to the needs of the particular administration and translated into practical shape in the light of other organisa-

tional principles. Hence, the first step in planning is to analyse and isolate the different functions to be performed by the staff of the library. Much of the mechanics of planning is thus concerned with the clear presentation of the factors of a situation, so that the situation may be quickly and accurately grasped. Once that is done, the staff can be divided into the necessary number of sections to perform the different functions. The best way of naming each section is to name it by its function.

113 Functional Analysis

The result of such an analysis of the work is set forth in the contents page of this manual. The functions denoted by the numbers 21 to 28 are the distinctive functions of a library administration, while the functions 31 to 398 are functions which are likely to appear in all administrations. The generic names *Distinctive Library Functions* and *General Office Functions* may be applied respectively to these two groups of functions.

The connotation of the terms used to denote the different functions is indicated roughly by the terms themselves. A fuller and more detailed picture of the functions is presented in the respective chapters. The plan of each chapter has already been indicated in section 064. It may be repeated here that each chapter is devoted to a single *Function* and is divided into eight parts. A perusal of the first three parts of each chapter will give a full and detailed view of the function which gives the name to the chapter.

114 Difficulties in the Way

At present many of the functions are being performed under the weight of a non-progressive and crude tradition, involving many wasteful processes. Library administration is particularly hard hit by this state of affairs owing to two causes.

1141 Spending Body

In the first place, a library is a spending department. However much it may remotely contribute to the increase of wealth in the nation, it is not one that directly raises a revenue or earns an income. It is a matter of experience that a department that either raises a revenue or earns a direct income by its operations is indifferent to wastefulness of processes. Comparatively speaking, money

is easily forthcoming in its case. On the other hand, a purely spending department like the library department tends to be usually treated in a step-motherly fashion. It is difficult to get the necessary finance. Hence every possible care is to be taken to devise more economical methods of administration.

1142 Dependent Body

In the second place, by its very nature, it is seldom that a library administration is independent. On the contrary, whatever be the nature of a library, other than being a National Central Library, it is likely to be a department of a larger organisation whose central executive usually tends to take advantage of his privileged position and develop a grasping tendency on the one hand and obstructive tactics on the other. As a result of this, a library is at a perpetual disadvantage in developing either its own distinctive functions or the functions common to all administrations along newer, more scientific, and more efficient lines. The library administration thus rests between two opposing forces.

1143 Condition in India

According to Headicar, in the West the library department still continues to be "the Cinderella" of the bigger organisation of which it is a part. It has not yet become what it should be, "the Mecca" of the bigger organisation, nay, "of government itself".[7] In India, the situation is still worse and will probably continue to be so for a long time. Hence, the library profession here has a much greater handicap than elsewhere in planning its work satisfactorily. It is at once the duty and the privilege of the members of the present generation of the library profession to face and overcome every discouragement and difficulty, and to evolve a healthy tradition of scientifically managing libraries.

1144 Growth in Staff

As a result of a pioneer's dedication, the library profession has often to face frustration in another field as a result of the library being a dependent body. It has been particularly so in India, due to the older generation in positions of power not having had the experience of library service. Further, practically all the libraries are young. They are still at the stage of child-growth. If

the staff has sufficient enthusiasm to make the library grow from year to year, it leads to a vexatious situation. The authorities seldom realise how quickly the sanctioned staff is out-numbered. They complain of frequent applications for increase of staff and turn them down. Even with the best of effort, the inadequate staff is unable to render even half the service which they announce and aspire to render. Publicity brings in more readers than can be served and more books than can be organised. The result is complaint and disappointment from all quarters, and ridicule and under-writing by a handful of cynics whose voice drowns the voice of others. Cowardly and selfish librarians feel frustrated and begin to drift at the risk of the library repelling readers. I have seen this phenomenon recur in library after library in the East and in the West alike. Till recently, I had taken this to be as providential and inexorable as an earthquake. Of late, I am able to see some light and think of some means of averting this form of frustration in the growth of a young library and in the spirit of a hard-working, enthusiastic, pioneering staff who put service above self-interests. The means I recommend is that library authorities should once for all agree to a mathematical formula for the staff of library interests in terms of the out-turn of work. Once this formula is accepted, the alteration in the strength of the staff would become mechanical and impersonal. There need not be a recurring opportunity for the play of cynicism and vexation.

This formula is based on my own personal experience in the Madras University Library. I was led to its formulation by my having been invited from 1945 onwards by several libraries for advice on this very question of staff. It was first published in 1948. Since then it has been tested in several places both in India and abroad. It is said to have given satisfaction.

1145 STAFF FORMULA

Let A = Number of volumes Accessioned in a year.
B = Annual Budget allotment in Rupees.
D = Number of periodicals Documented—that is, abstracted and indexed in a year.
G = Number of Gate-Hours for a year.
(One Gate-Hour = One counter gate kept open for one hour.)